

## CHARTER APPROVAL

### STEERING GROUP MEMBERS

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Leo Epperson  
AMI-1

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Cheryl Rogers  
AMI-2

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Lisa Jones-Parra  
AMI-100

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Danny Russell  
AMI-200

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Ron Russell  
AMI-300

---

Linda Ritchie  
AMI-400

---

Cheryl Cooley  
AMI-500

---

Ancil Davis  
AMI-600

---

Rich Oberhofer  
AMI-800

---

Maureen Murphy  
MTSi Program Mgr.

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### AMI SOFTWARE ENGINEERING PROCESS GROUP

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Clarence Bailey  
Adjunct Member

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Manny Colbert  
Adjunct Member

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Ross Ridgeway  
Lead

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Chris Bednar  
Core Member

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Judy Hogan  
Core Member

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Bill Goode  
Core Member

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Mike Myers  
Core Member

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Peter Voong  
Core Member

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## **DOCUMENT CONTROL**

### **DOCUMENT HISTORY**

<b>Version</b>	<b>Date</b>	<b>Description</b>
0.1	02/14/96	Initial draft created by SEPG.
0.2	06/05/96	Updated by SEPG using new charter template format.
0.3	07/22/96	Updated by SEPG based on guidance from TeraQuest training (7/16-19/96).
0.4	09/06/96	Additional work done by SEPG.
1.0	11/26/96	Baseline. Signed by SG and SEPG members.

### **DOCUMENT STORAGE**

This document was created using Microsoft Word for Windows (v6.0). The file is stored in AMI's process assets repository as **Charters\SEPG\_C10.DOC**.

### **DOCUMENT OWNER**

The AMI Software Engineering Process Group is responsible for maintaining this document.

## **1. PURPOSE AND OBJECTIVES**

### **1.1 PURPOSE**

The AMI Software Engineering Process Group (SEPG) has been established to manage AMI's Process Improvement program.

### **1.2 OBJECTIVES**

- Manage the process improvement (PI) program as a model project
- Organize and focus PI resources and activities in an effective and efficient manner
- Charter, direct, and assist METs and other working groups to ensure that AMI makes steady, measured progress toward achieving its PI program goals
- Ensure PI-related information is consistently available across AMI
- Recommend to the Steering Group organizational policies and resources required to achieve PI program goals
- Ensure the quality, currency, and usefulness of AMI's process assets
- Define and maintain relationships between AMI's process assets

## **2. DURATION**

### **2.1 START**

July 1995

### **2.2 COMPLETION**

Not applicable. The SEPG will not go out of existence.

## **3. MEMBERSHIP**

### **3.1 COMPOSITION**

The SEPG is composed of core members and adjunct members.

#### **3.1.1 Core Members**

The SEPG includes six (6) core members, of which one (1) is a full-time member and five (5) are part-time members. The full-time member is the AMI Process Improvement Program Manager. The part-time core members are respected project leaders from across AMI, selected by the Steering Group.

#### **3.1.2 Adjunct Members**

The SEPG includes four (4) adjunct members. Adjunct members include two (2) representatives from the Steering Group and two (2) AMI Team Coordinators.

### **3.2 TIME EXPECTATIONS**

#### **3.2.1 Core Members - Full-time**

The full-time member will devote 100% of his/her time to SEPG activities.

#### **3.2.2 Core Members - Part-time**

The five part-time core members will spend an average of 25-30% of their time (10-12 hours per week) on Process Improvement program activities. Core members who are also

involved with Methodology Enhancement Teams (METs) will spend an average of 15% of their time (6 hours per week; 50-60% of the time they are devoting to PI activities) on SEPG activities. Core members who are not involved with METs will spend the full 25-30% on SEPG activities.

### 3.2.3 Adjunct Members

Adjunct members will spend an average of 1-2 hours per week on SEPG activities.

## 3.3 DURATION OF MEMBERSHIP

### 3.3.1 Core Members - Full-time

The full-time SEPG member is selected using the standard personnel selection process.

### 3.3.2 Core Members - Part-time

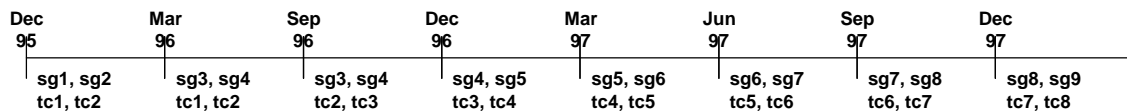
The part-time SEPG members will serve approximately until AMI attains the next higher CMM maturity level, relative to when each member began. The SEPG and SG will determine when it is appropriate to replace SEPG members.

New part-time SEPG members will be selected according to the method described in the AMI Process Improvement Team Formation Guidelines.

### 3.3.3 Adjunct Members

Adjunct SEPG members will serve approximately six (6) months. Membership will rotate according to the diagram below:

[“sg#” = Steering Group members; “tc#” = Team Coordinators]



Adjunct members will be selected by the Steering Group.

## 4. ROLES AND RESPONSIBILITIES

### 4.1 TEAM ROLES

The team roles and responsibilities are listed and described in the following table:

ROLES	RESPONSIBILITIES
<b>Lead</b>	<ul style="list-style-type: none"> <li>Coordinate meetings</li> <li>Prepare and publish agenda</li> <li>Assign and track action items</li> <li>Report status, issues, barriers, and needs to Steering Group</li> <li>Convey directions and decisions from Steering Group</li> <li>Participate as a core member in all other activities</li> </ul>
<b>Scribe</b>	<ul style="list-style-type: none"> <li>Record meeting minutes, including discussions, decisions, and action items</li> <li>Publish meeting minutes</li> </ul>
<b>Core Member</b>	<ul style="list-style-type: none"> <li>Work with other core members on improvement tasks that are assigned to the SEPG</li> <li>Serve as team lead on METs and other improvement teams</li> </ul>

	<ul style="list-style-type: none"> <li>• Coordinate activities and share ideas between METs</li> <li>• Act as an AMI change agent and process improvement champion</li> <li>• Provide process consultation</li> <li>• Serve as a focal point for organizational learning</li> </ul>
<b>Adjunct Member</b>	<ul style="list-style-type: none"> <li>• Ensure that SEPG activities are aligned with AMI's strategic direction and with projects' needs</li> <li>• Report status, issues, barriers, and needs to Steering Group</li> <li>• Convey directions and decisions from Steering Group</li> <li>• Serve as an information conduit to all levels of AMI</li> </ul>

## 5. COMMUNICATION AND RELATIONSHIPS TO OTHER GROUPS

The relationship between the SEPG and the following groups is described in the table below:

- Steering Group [SG]
- Methodology Enhancement Teams [METs]
- Team Coordinators [TCs]
- process practitioners [PRC] (i.e., project leads and project members)
- AMI Customers [CST]
- external SEPGs and other groups (non-vendors) [EXT]

Group	Provides to SEPG	Requires from SEPG
<b>SG</b>	<ul style="list-style-type: none"> <li>• Direction and leadership</li> <li>• Expectations (policies)</li> <li>• Monitoring and oversight</li> <li>• Budget</li> <li>• Empowerment</li> <li>• Approval</li> <li>• Review &amp; critique of activities and products</li> <li>• Implementation support</li> <li>• Communication to AMI</li> <li>• Personnel commitment &amp; schedule</li> </ul>	<ul style="list-style-type: none"> <li>• Regular updates</li> <li>• Implementation support</li> <li>• Process training</li> <li>• Advance notice on resource requirements</li> <li>• Responsiveness to project needs</li> <li>• Process consultation</li> <li>• References / library</li> <li>• Process and project samples</li> </ul>
<b>METs</b>	<ul style="list-style-type: none"> <li>• Dedicated time</li> <li>• Progress/Milestone reports</li> <li>• Deliverables</li> <li>• Process expertise, consultation</li> </ul>	<ul style="list-style-type: none"> <li>• Tasks</li> <li>• Resources</li> <li>• Charter</li> <li>• Interface to/from SG</li> <li>• Preliminary Plan</li> <li>• List of required deliverables</li> <li>• Support, guidance, monitoring</li> <li>• Document format standards, templates, samples</li> <li>• Training</li> </ul>

<b>TCs</b>	<ul style="list-style-type: none"> <li>• Review &amp; critique of activities and products</li> <li>• Implementation support</li> <li>• Communication to AMI</li> <li>• Personnel commitment &amp; schedule</li> </ul>	<ul style="list-style-type: none"> <li>• Regular updates</li> <li>• Implementation support</li> <li>• Process training</li> <li>• Advance notice on resource requirements</li> <li>• Responsiveness to AMI and project needs</li> <li>• Process consultation</li> <li>• References / library</li> <li>• Process and project samples</li> </ul>
<b>PRC</b>	<ul style="list-style-type: none"> <li>• Suggestions for improvement in AMI</li> <li>• Feedback on PI products</li> <li>• Commitment to perform (buy-in)</li> <li>• Project lessons learned</li> </ul>	<ul style="list-style-type: none"> <li>• PI plans and strategies</li> <li>• Training</li> <li>• Useful, documented, tested processes</li> <li>• Reassurances</li> <li>• Process consultation</li> <li>• Progress reports</li> <li>• Commitment to deliver (accountability)</li> <li>• Continuous feedback mechanisms</li> </ul>
<b>CST</b>	<ul style="list-style-type: none"> <li>• Commitment</li> <li>• Understanding</li> <li>• Resources</li> <li>• Flexibility in managing resources</li> <li>• Participation on PI teams</li> </ul>	<ul style="list-style-type: none"> <li>• Cost-benefit case for PI</li> <li>• Progress reports</li> <li>• Impacts (positive and negative) on existing projects</li> <li>• Measurable improvements</li> <li>• Improved products and services</li> </ul>
<b>EXT</b>	<ul style="list-style-type: none"> <li>• Lessons learned</li> <li>• Best practices</li> <li>• Consultation</li> <li>• External review</li> <li>• Information exchange</li> </ul>	<ul style="list-style-type: none"> <li>• Lessons learned</li> <li>• Membership / participation</li> <li>• Information exchange</li> </ul>

## 6. REFERENCE DOCUMENTS

- Process Improvement Team Formation Guidelines
- Process Improvement Meeting Conduct Guidelines

SEPG  
METHODS OF OPERATION

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## **1. MEETINGS**

### **1.1 SCHEDULE AND ATTENDANCE**

Weekly meetings will be held every Tuesday from 1:00-4:00 PM. Core members are expected to attend all meetings. If a team members attendance drops below 50%, the team will review his/her membership. Meetings will involve reviewing open action items, discussing SEPG and MET activities and status, and working on improvement tasks.

Adjunct members will attend “status report sessions,” held the first hour (1:00-2:00 PM) of two meetings each month:

- 1) the Tuesday after the first Monday of the month (to follow the monthly Steering Group meeting), and
- 2) two weeks after the first status report session of the month.

Status report sessions will allow core members to provide status reports and will allow adjunct members to provide direction and feedback.

### **1.2 AGENDA AND MINUTES**

The Team Lead will prepare and publish an agenda before each meeting. The agenda will list all topics of discussion and the expected results.

A scribe will designated by the team leader before each meeting. The scribe will capture action-oriented meeting minutes and publish them in a “Memorandum to the Record” (MTR). MTR’s will be distributed to all core and adjunct team members, to any meeting visitors, and to anyone within AMI who requests a copy. MTR’s will also be posted to the “IPI SEPG MTR” cc:Mail Bulletin Board for review by all AMI employees.

### **1.3 REPORTING DECISIONS**

Decisions made by the team will be reported to all groups and individuals affected by the decision.

## **2. TEAM LEADERSHIP**

The AMI Process Improvement Program Manager will serve as team leader. In the absence of the Program Manager, an alternate leader will be designated prior to the meeting.

## **3. WORKING GROUPS**

A member of the SEPG will serve as team leader for each Methods Enhancement Team.

## **4. REPORTING METHODS**

The SEPG members will provide informal progress and status reports to AMI-1, AMI-2, and the division managers on a regular basis. Formal progress and status reports will be given in the following ways:

## SEPG METHODS OF OPERATION

Reporting Venue	Reporter(s)	Target Audience	Frequency
SG Meeting	All SEPG members	Steering Group	Monthly
Program Review	Core members	All AMI	4-6 months
Newsletter	Core members	All AMI	?

### 5. TEAM COMMUNICATION

Team members will communicate by conducting weekly meetings, by cc:Mail, and by common use of the SEPG shared drive (\\AMI000S4\SEPG\).

### 6. DECISION MAKING

The team will use consensus to make decisions. Consensus means that a proposal is acceptable enough that all team members can support it, and no team member opposes it. In case the team cannot reach consensus, majority vote will be used as a last resort.

A quorum of team members is authorized to act and make decisions on behalf of the entire team. A quorum is defined as at least 50% of the team's core members.

### 7. HANDLING CONFLICTS

The team will first attempt to resolve all problems internally. If a problem arises that cannot be resolved internally, the team leader will determine whether (a) the problem needs to be re-addressed by the SEPG in a facilitated session, (b) the problem needs to be addressed by the Steering Group as a whole, or (c) the problem needs to be addressed by AMI-1, AMI-2, or an individual division manager.

### 8. MEETING RULES

Following are the rules that team members agree to follow in conducting and participating in SEPG meetings:

- We will begin and end meetings and breaks on time.
- We will honor and meet our commitments to one another and to AMI.
- We will come prepared to participate and resolve issues.
- One person will talk at a time.
- We will enter into discussions enthusiastically.
- We will respect other viewpoints.
- We will make Process Improvement a work priority, because if we don't no one else will.



SEPG  
TEAM ROSTER

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*Updated: 2/3/97*

**CORE MEMBERS**

Ross Ridgeway	AMI-100	x6417
vacant	AMI-200	
Judy Hogan	AMI-300a	x6995
Chris Bednar	AMI-400a	x2600, x237
Peter Voong	AMI-500a	x6115
Bill Goode	AMI	x7354

**ADJUNCT MEMBERS**

Manny Colbert	AMI-200a	x7322
Clarence Bailey	AMI-300b	x5917
Cheryl Cooley	AMI-500	x3203
Ancil Davis	AMI-600	x7773